



"Going Forward Together"

Strategic Plan 2009 – 2012

VISION

***To become the recognised body promoting fine woodcraft and supporting
leisure woodworkers throughout South Australia***



Woodgroup SA Inc. Strategic Plan 2009 - 2013

Stakeholders to the development of this Strategic Plan

Woodgroup SA Inc.	Sculpture and Carvers Inc.
Copper Coast Woodworkers Inc.	South Oz Scrollers Inc.
Hills Woodworkers Inc.	Southern Turners Inc.
Murrayland Turners Inc	Toymendous Inc.
Northern Turners Inc.	Western Woodworkers Inc.
Riverland Woodworkers Inc.	Whyalla Woodies Inc.

The plan incorporates the following core areas:

1 Governance and Policy

- 1.1 Organisational Governance
- 1.2 Policies and Procedures
- 1.3 Sustainability
- 1.4 Operational Support to Members
- 1.5 Asset Management

2 Operations

- 2.1 Member Club Activities and Events
- 2.2 Membership and Recruitment

3 Communications

- 3.1 Image Development and Branding
- 3.2 Partnership Development
- 3.3 Statewide Communication



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1. Governance and Policy

1.1 Organisational Governance

Goal: *Provide a quality governance structure, through an effective operational and strategically focussed Board well supported by resources and effective Sub Committees*

STRATEGIES	ACTIONS	RESPONSIBILITY	TIME LINE	COSTING	PERFORMANCE OTUCOME/ MEASURE	PRIORITY
1.1.1 - Establish Succession Plan	<ul style="list-style-type: none"> Develop job descriptions for all board positions. Develop positions to assist the Secretary & Treasurer 	Current office holders ratified by board executive	31 Dec 09 30 Nov 09	Nil Nil	<ul style="list-style-type: none"> Willingness for people to take on positions Have assistant positions 	4 of 12
1.1.2 - Board training and induction program	<ul style="list-style-type: none"> Develop training program for board members positions now & ongoing Develop a board member induction kit Establish welcoming environments for board meeting 	Board of Management to source Board of Management	30 June 10 31 March 09	Budget required Nil Nil	<ul style="list-style-type: none"> Training program sourced & implemented Induction kit developed and tested Supportive environment encouraging participation 	6 of 12
1.1.3 - Effective operation of sub committees	<ul style="list-style-type: none"> Develop terms of reference for sub committees Look at roles and functions of current/proposed sub committees 	President ratified by Board of Management President	30 Aug 09 30 Sep 09	Nil Nil	<ul style="list-style-type: none"> All sub committees provided, and complying with terms of reference Sub committees developed as appropriate 	3 of 12

1.2 Policies and Procedures

Goal: *Write, Implement and Review a range of quality and consistently adopted policies.*

STRATEGIES	ACTIONS	RESPONSIBILITY	TIME LINE	COSTING	PERFORMANCE OTUCOME/ MEASURE	PRIORITY
1.2.1 - All Policies	<ul style="list-style-type: none"> Review all current procedures, amend if required and review annually Implement across all members clubs current and future endorsed policies 	Board of Management	31 March 2010 Ongoing	Nil Nil	<ul style="list-style-type: none"> Immediate Reviews completed and schedule for annual reviews written Changes made as required 	7 of 12



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1.2 Policies and Procedures (Cont)

Goal: *Write, Implement and Review a range of quality and consistently adopted policies.*

STRATEGIES	ACTIONS	RESPONSIBILITY	TIME LINE	COSTING	PERFORMANCE OTUCOME/ MEASURE	PRIORITY
1.2.2 - Develop an integrated and consistent approach to Duty of Care and Safe work Practices requirements.	<ul style="list-style-type: none"> Educate member clubs about their legislative responsibilities to practice "reasonable duty of care" in their operations. Develop standardised policies and procedures for the safe use of machinery Develop a system for recording the training provided to machine users. 	Board of Management & Clubs, Delegates & Clubs	31 March 2011	Minimal Nil Annual budget or funding required	<ul style="list-style-type: none"> Risk management package developed and training delivered Core policy developed and standardised procedures and recording system delivered to member clubs as a manual. 	5 of 12

1.3 Sustainability

Goal: *To ensure financial self sufficiency for Woodgroup SA*

STRATEGIES	ACTIONS	RESPONSIBILITY	TIME LINE	COSTING	PERFORMANCE OTUCOME/ MEASURE	PRIORITY
1.3.1 - Increase opportunities and develop a Promotional and Marketing Model to improve the credibility of Woodgroup SA's image.	<ul style="list-style-type: none"> Investigate media opportunities Develop links with local and regional newspapers and radio stations Coordination of any advertising 	Board of Management	30 Jun 11	Nil	<ul style="list-style-type: none"> Local media links developed Regular media liaison through media releases, photos, etc. All paid advertising centrally coordinated 	8 of 12
	<ul style="list-style-type: none"> Establish a Marketing Sub Committee with specific terms of reference Develop a comprehensive promotional and marketing plan Seek Club endorsement of marketing plan Integrated approach to working with the media 	Board of Management	30 Nov 09	?	<ul style="list-style-type: none"> Marketing Sub Committee established Terms of Reference developed Promotional and Marketing plan developed 100% of member Clubs endorse plan Media communication protocol developed 	
		Marketing sub committee	30 Sep 10	Nil	<ul style="list-style-type: none"> Materials developed and distributed to member clubs Produced materials are of a consistent nature 	
		Marketing sub committee	30 Aug 10	Nil		
<ul style="list-style-type: none"> Develop a diverse range of promotional materials suitable for use by both Woodgroup SA and Member Clubs. 	Marketing sub committee	30 Sep 10	Nil			
		Marketing sub committee	30 Jun 11	\$1000		



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1.3 Sustainability (Cont) Goal: <i>To ensure financial self sufficiency for Woodgroup SA</i>						
STRATEGIES	ACTIONS	RESPONSIBILITY	TIME LINE	COSTING	PERFORMANCE OTUCOME/ MEASURE	PRIORITY
1.3.2 - Develop a finance strategy	<ul style="list-style-type: none"> • Establish a finance sub committee with specific terms of reference • Annual budget developed and adopted • Regular reporting of finances & transactions. 	Board of Mngmt and Treasurer Treasurer Treasurer	30 Nov 09 By 30 May Annually	Nil	<ul style="list-style-type: none"> • Finance sub committee established • Terms of reference completed • Reviewed in June 2010, then annually • Annual budget implemented • Finance Reports as required to sub committee and board. 	2 of 12
1.4 Operational Support to Members Goal: <i>Provision of centralised and timely operational support to assist member committees to meet the needs of their clubs.</i>						
STRATEGIES	ACTIONS	RESPONSIBILITY	TIME LINE	COSTING	PERFORMANCE OTUCOME/ MEASURE	PRIORITY
1.4.1 - Provision of Public Liability and other appropriate insurances	<ul style="list-style-type: none"> • Ensure member clubs are adequately covered at all times 	Treasurer/Board of Management	Annually at 30 June	At cost	<ul style="list-style-type: none"> • Appropriate insurances in place for all members • Insurance needs reviewed annually 	1 of 12
1.5 Leasing and Asset Management Goal: <i>Effectively manage all of Woodgroup SA's assets and asset replacement program.</i>						
STRATEGIES	ACTIONS	RESPONSIBILITY	TIME LINE	COSTING	PERFORMANCE OTUCOME/ MEASURE	PRIORITY
1.5.1. - Leasing of Premises	<ul style="list-style-type: none"> • Where clubs share a facility negotiate and manage leasing arrangements 	Secretary	Ongoing	Nil	<ul style="list-style-type: none"> • Favourable leasing arrangement in place for each facility 	1 of 12



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1.5 Leasing and Asset Management (Cont)

Goal: *Effectively manage all of Woodgroup SA's assets and asset replacement program.*

STRATEGIES	ACTIONS	RESPONSIBILITY	TIME LINE	COSTING	PERFORMANCE OTUCOME/ MEASURE	PRIORITY
1.5.2 - Improved library management accessibility	<ul style="list-style-type: none"> Review and decide on the future of the Library If Library continues to operate, ensure updated library catalogue is available on website 	Board of Management Librarian and Web Master	30 Jun 10	Nil	<ul style="list-style-type: none"> Catalogue easily accessible by all Catalogue regularly up-dated 	10 of 12
1.5.3 - Sharing of intellectual property and expertise	<ul style="list-style-type: none"> Produce annually a listing of club affiliates Continue to develop the Workshop Leadership Program maintaining a list of workshop facilitators and demonstrators. Create data base for Program 	Secretary	By 30 Nov	Nil	<ul style="list-style-type: none"> Club affiliates listing re-established Data Base of facilitators and demonstrators is updated annually and regularly maintained. 	9 of 12
		Secretary in conjunction with Clubs Secretary	Ongoing			
		Secretary	31 Dec 09			
1.5.4 - Identify & list current assets and develop equipment loan policy and procedures.	<ul style="list-style-type: none"> Appoint a person responsible for asset management. Develop an asset and equipment register of all Woodgroup SA assets Update asset register annually Establish protocol for individual clubs to use WGSA equipment. Formulate and implement a policy re-hire and use of WGSA equipment Schedule of loan fees determined Loan process in place 	Board of Management	30 Nov 09	Nil	<ul style="list-style-type: none"> Asset Manager appointed Asset & Equipment register in place Equipment loan process adopted Policy implemented with annual review Fees schedule promoted to clubs Well managed loan process in place Equipment returned in good condition 	11 of 12
		Asset Manager	31 Mar 1			
		Asset Manager/Board of Management	30 Jun 31 Mar 10			
		Asset Manager/Secretary	31 mar 10	Club expense		
		Asset Manager/Secretary	31 Mar 10			
1.5.5 - Management of generic signage & stored event/expo materials	<ul style="list-style-type: none"> Maintain quality promotional signage Maintain appropriate safety signage Maintain all event/expo paraphernalia 	Board of Management Asset Manager	Ongoing	Annual Budget	<ul style="list-style-type: none"> Equipment loan process understood and well utilised All equipment accounted for and in good working order 	12 of 12



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2. OPERATIONS

2.1 Member Club Activities and Events

Goal: *Promote and co-ordinate a range of activities and events that meets the current and future member needs*

<p>2.1.1 - Identify, initiate, facilitate and/or promote woodcraft activities and events across the Network of member Clubs.</p>	<ul style="list-style-type: none"> • Deliver an annual Woodgroup SA event encouraging all clubs to participate. • Facilitate internal club events by core activity type (i.e. turning, scroll sawing, carving etc) • Facilitate “come’n’ try” events either as stand alone or part of other events. • Compile list of all clubs events and WGSA events • Develop promotion strategy for cross club events • Increase number of live demonstrations 	<p>Board of Management and member clubs</p> <p>Board of Management and member delegates</p> <p>Secretary</p> <p>Clubs</p> <p>Board of Managements & Clubs</p>	<p>Annually</p> <p>30 Sep 10</p> <p>30 Sep 10</p> <p>Jan/Feb annually 31 Dec 09</p> <p>On going</p>	<p>Break even</p> <p>Budget/grant required Nil Funded by Clubs Grant/Sponsorship needed</p> <p>1 year</p>	<ul style="list-style-type: none"> • Major event delivered. • Woodgroup SA intervention adds value • Intra-club events established and embraced • Number of people participating in “come ‘n try” activities. • Increase in number of people joining as members of clubs. • Comprehensive listing provided and regularly up-dated • Strategy developed and implemented • More demonstrations conducted per annum 	<p>1 of 11</p>
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2.2 Membership and Recruitment

Goal: *Help member clubs recruit individuals; increase their club profile and sustain/increase membership levels while growing its network of member clubs.*

STRATEGIES	ACTIONS	RESPONSIBILITY	TIME LINE	COSTING	PERFORMANCE OUTCOME/ MEASURE	PRIORITY
2.2.1 - Identify markets, develop policies and programs that deliver membership/recruitment opportunities for Woodgroup SA and member clubs.	<ul style="list-style-type: none"> Ensure membership enquiries are handled effectively Promote clubs wherever possible Identify opportunities & seek out networks to promote Woodgroup SA and the member clubs. 	Webmaster, Secretary Board of Management	Immediate and ongoing		<ul style="list-style-type: none"> All enquiries addressed in a timely fashion and referred to the appropriate club/person Increase in club awareness in community 	2 of 11
	<ul style="list-style-type: none"> Identify key regional or demographic areas for new club development Develop a package of information to help enquirers interested in forming a new club. Foster any interest and manage the process of forming new clubs Ensure Club's know about Woodgroup's role in forming a new Club. Educate member clubs about the mentoring role they have in helping form a new club. 	Board of Management Secretary Secretary Board of Management & Club Delegates Board of Management & Club Delegates	31 Dec 11 31 Dec 10 Immediate 31 Dec 10 31 Dec 11	Budget required to establish new club	<ul style="list-style-type: none"> Regions/demographics identified Club development package available Review success of new club development Number of new clubs established Member Clubs will be aware of Woodgroup's role and support Clubs will be willing to mentor new ones. 	
	<ul style="list-style-type: none"> Develop guidelines, processes and a plan for promoting clubs effectively. 	Board of Management or delegate/s	30 Sep 10		<ul style="list-style-type: none"> Guidelines and process developed Plan developed 	
	<ul style="list-style-type: none"> Review effectiveness of programs through club member surveys Adjust plans, promotions and delivery as required from feedback 	Board of Management or delegate/s	Annual As needed	Nil Nil	<ul style="list-style-type: none"> Number of programs reviewed Programs continually reviewed and evolving to meet the needs of members 	



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3. COMMUNICATIONS						
3.1 Image Development and Branding						
Goal: <i>Improve Woodgroup SA's image amongst member clubs and the broader community</i>						
STRATEGIES	ACTIONS	RESPONSIBILITY	TIME LINE	COSTING	PERFORMANCE OTUCOME/ MEASURE	PRIORITY
3.1.1 - Develop an integrated approach and consistent use of Woodgroup SA badging	<ul style="list-style-type: none"> • Woodgroup SA letterheads shall incorporate the names of its member clubs. • All clubs should display 'Member of Woodgroup SA' and its logo on letterheads, newsletters and promotional material 	Secretary Club Secretary	31 Dec 09 31 Mar 10	Nil Nil	<ul style="list-style-type: none"> • Appearance of documents displaying Woodgroup logos, etc 	9 of 11
3.1.2 - Create a greater visibility of Woodgroup SA and Member Clubs	<ul style="list-style-type: none"> • Add Woodgroup SA and member club details in "club" section of the Yellow Pages • Continuous phone number for Woodgroup SA • Pursue Listing in White Pages 	Secretary Secretary Secretary	30 Jun 10 31 Dec 09 30 Sep 10	Check	<ul style="list-style-type: none"> • Details listed in Yellow Pages • Permanent number e.g. mobile allocated to Woodgroup SA • White Pages listing appears 	6 of 11
3.2 Partnership Development						
Goal: <i>Woodgroup SA will establish well developed partnerships with like minded organisations, funding organisations, local government and other key groups</i>						
STRATEGIES	ACTIONS	RESPONSIBILITY	TIME LINE	COSTING	PERFORMANCE OTUCOME/ MEASURE	PRIORITY
3.2.1 - Develop greater working relationships with other woodworking clubs	<ul style="list-style-type: none"> • Arrange intra/inter club information sharing • Foster the concept of more intra club visits. 	Secretary and Member Clubs	Ongoing	Minimal	<ul style="list-style-type: none"> • More shared and combined activities held annually • Greater sharing of club resources 	11 of 11



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3.2 Partnership Development (Cont) Goal: <i>Woodgroup SA will establish well developed partnerships with like minded organisations, funding organisations, local government and other key groups</i>						
STRATEGIES	ACTIONS	RESPONSIBILITY	TIME LINE	COSTING	PERFORMANCE OTUCOME/ MEASURE	PRIORITY
3.2.2 - Effectively seek external funding.	<ul style="list-style-type: none"> • Appoint a grants officer • Research and identify sources of government funding. • Regularly check grants register and develop an annual calendar identifying external funding opportunities. • Provide guidance and support for funding applications submitted by member clubs. 	Board of Management Grants Officer Grants Officer Grants Officer/Secretary	31 Dec 09 30 Sep 10 Ongoing As needed	Minimal e.g. postage	<ul style="list-style-type: none"> • Grants officer appointed • Increased number of grant applications • Increased level of grant revenue • Number of Clubs seeking support. 	7 of 11
3.2.3 - Utilise regional community and council services	<ul style="list-style-type: none"> • Advertise Woodgroup SA and the member clubs in relevant regional or local government directories to promote their existence and activities. 	Secretary and Club Secretaries	As needed	Nil	<ul style="list-style-type: none"> • Woodgroup SA and Member Club information listed in local councils' printed and on-line directories 	8 of 11

3.3 Statewide Communication Goal: <i>Establish and maintain an effective quality communication system (encompassing both internal and external communication)</i>						
STRATEGIES	ACTIONS	RESPONSIBILITY	TIME LINE	COSTING	PERFORMANCE OTUCOME/ MEASURE	PRIORITY
3.3.1 - Identify and utilise appropriate communication mediums to improve internal communications.	<ul style="list-style-type: none"> • Establish a process for communicating with and between board members • Review the role of delegate • Survey Member Clubs and board members to determine most suitable and effective communication medium e.g. postal, email, phone etc. • Review current communication policy • Establish contact list for Board members. 	Board of Management Secretary President/Secretary Secretary	ASAP ASAP 31 Mar 10 31 Dec 09 31 Dec 09	Nil \$250	<ul style="list-style-type: none"> • Improved and informed understandings between board delegates • 100% receipt rate of communications • Increased participation in advertised activities and programs 	10 of 11



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3.3 Statewide Communication (Cont) Goal: Establish and maintain an effective quality communication system (encompassing both internal and external communication)						
STRATEGIES	ACTIONS	RESPONSIBILITY	TIME LINE	COSTING	PERFORMANCE OTUCOME/ MEASURE	PRIORITY
3.3.2 - Continue to regularly publish a Newsletter	<ul style="list-style-type: none"> • Review existing policy for publishing newsletters. • Change to monthly production/ distribution incorporating quality input from clubs. • Seek support from local businesses by way of paid advertising • Review newsletter acceptance by members • Increase distribution to include schools, local government, etc. 	Board of Management/ Newsletter Editor/Club Delegates Editor Secretary Newsletter Editor	31 Dec 09 Ongoing Annually 31 Dec 10	Printing costs Ni Printing costs	<ul style="list-style-type: none"> • Quality monthly newsletter prepared and distributed • Positive feedback received through club secretaries • Annual review of content and distribution 31 Dec 09 Ongoing Annually <ul style="list-style-type: none"> • 31 Dec 10 <ul style="list-style-type: none"> • Distribution list expanded 	3 of 11
3.3.3 - Improve existing Website.	<ul style="list-style-type: none"> • Review current website policy • Seek a committed Webmaster and train if appropriate. • Seek assistants to help Webmaster and thus maintain the currency of the website. • Review current website service provider. • Enable Clubs to have direct input • Train website assistants at Club level • Ensure site is constantly updated 	Board of Management Secretary/Webmaster Board of Management Webmaster Webmaster Webmaster	31 Mar 10 Urgent Urgent Immediate 31 Dec 10 Immediate Ongoing	Up to \$1000 p.a. (to be costed)	<ul style="list-style-type: none"> • Web Master appointed • Training conducted for Web Master/Asst Web Master and club delegates • Clubs accessing and regularly updating their local content • Quality website receiving regular hits 	5 of 11



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3.3 Statewide Communication (Cont) Goal: <i>Establish and maintain an effective quality communication system (encompassing both internal and external communication)</i>						
STRATEGIES	ACTIONS	RESPONSIBILITY	TIME LINE	COSTING	PERFORMANCE OTUCOME/ MEASURE	PRIORITY
3.3.4 - Develop a directory of Clubs and Membership List	<ul style="list-style-type: none"> Compile club and Woodgroup SA details for intra club distribution Forward club and Woodgroup SA details to local councils for promotion 	Secretary Clubs/Secretary	31 Mar 10 Urgent Urgent Immediate 31 Dec 10 Immediate Ongoing	Nil	<ul style="list-style-type: none"> Club directory and membership list produced and distributed to clubs WGSA and Member Club information listed in local council printed and on-line directories 	4 of 11